

DARLEEN KIRKLAND

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INFORMATION TECHNOLOGY EXECUTIVE

Proactively implementing IT solutions to address and resolve business problems, improve quality, contain costs, and provide efficient, cost-effective supply chain, inventory management, and distribution services.

Strategic IT leader with ten years of progressive supplier management and IT leadership with a Fortune 500 company; played key role in company's winning the following awards:

- **CIO Magazine's CIO 100 Award (2011)**, recognizing organizations that exemplify the highest level of IT operations and strategic excellence.
- **Global Healthcare Exchange (EDI) Distributor of the Year (2010)**, recognizing achievements in improving supply chain performance.
- **#1 Most Innovative User of Technology (2003, 2001)**, especially for customer-facing initiatives, *Information Week Magazine*.

Demonstrated ability to lead the planning and implementation of large-scale, global projects and get struggling projects back on track. Sought-after team leader and innovative problem solver able to adapt to different departments and projects with minimal advance training.

Key Strengths

Supplier & Business Relationships
Program Management
Project Management
Contract Negotiation & Administration
Team Building & Talent Management
Continuous Process Improvement
Communication & Influencing
Budget & Financial Acumen
Performance Measurement
Customer Acquisition & Integration
Contract Change Requests
Operational Excellence

EXPERIENCE

OWENS & MINOR, INC., Richmond, VA

1991 – 2011

Leading national distributor of name brand medical and surgical supplies and healthcare supply-chain management company.

Director, Information Technology Operations (2008 – 2011) — Provided leadership and direction for improving technology support across the organization; focused on supplier and business relationship management, process improvement, and project management. Led Security, chaired Change Control Committee, and contributed to Security and Record Retention Committees. Reported to CIO and Senior Vice President.

- **Organization Management:** Directed Security, Application Support, and EDI managers; multiple operational teams of 200+ associates with outsource partner Dell Services; and third-party EDI/software development relationships.
- **Supplier Relationship Management:** Managed 15+ vendor relationships including Dell, GHX, Sterling Software, and IBM; reviewed and negotiated contracts, evaluated contractor performance, and implemented end products.
- **Asset Management:** Worked closely with Finance on IT budget and forecasting; tracked IT fixed assets including servers, software expiration, and software licenses.
- **Customer Relations Management:** Partnered with Distribution Center to resolve client problems including issues of hospitals/clinics in Minneapolis and design conversion plan for major Atlanta hospital group (\$2.1 million in new sales).
- **Service Level Agreements (SLAs):** Worked with Dell Services to report monthly service levels and contract compliance, resolved variances with Dell on SLA interpretation, and initiated clearer definition of SLA by critical systems.
- **Disaster Recovery:** Identified vital business systems overlooked in existing disaster recovery plan and rewrote and tested plans to fill gaps.
- **Cost Control:** Saved \$100,000 in EDI fees and generated \$2 million in additional cost savings through effective management of Change Requests.
- **Solution Management:** Decreased outstanding problem tickets 15% by implementing ticket review process to prioritize and identify trends.
- **Business Partnerships:** Maintained internal and external relationships to ensure business priorities were met, bridging communication gaps between IT and business leaders; became go-to person for resolving technical issues.
- **SOX Compliance:** Decreased security gaps 15% by implementing new procedure requiring each capital project to include a security review; consistently obtained good or excellent security ratings.

Continued

 EXPERIENCE

OWENS & MINOR, INC. continued

- **Conversions:** Developed and implemented IT solutions for multiple large acquisitions as well as customer and vendor conversions; partnered with internal business leaders in cross-functional teams on conversions including Ascension Healthcare, Burrows, Department of Defense, Access Diabetic, and Covidian.
- **Mainframe Migration:** Assisted with three-year project that saved \$10 million, migration of IBM mainframe to Windows platform for ERP system; IT team leveraged 15 million lines of legacy COBOL code and preserved business rules critical to daily operations. Accountable for testing, user acceptance, post-implementation support, and problem resolution.

Business Systems Development Manager (2005 – 2008) — Selected by CIO to lead numerous large-scale capital projects across multiple business units with capital expenditures of up to \$7.5 million per project.

- **Internal Business Partnerships:** Significantly improved satisfaction of business leaders companywide and achieved costs savings of 20% by increasing implementation of change requests. Enhanced communications by establishing regular planning meetings with technology and business managers.
- **Solution Management:** Effectively managed software releases for all systems used by O&M and its customers; hired, supervised, and trained release coordinator, managed defect resolution, worked with business areas on software requirements, and removed roadblocks to critical change requests.
- **Vendor & Contract Management:** Created partnerships with various Dell units and collaborated on projects with Oracle and Oracle contractors, TCSC, Ikon Office Solutions, and Global 360.
- **Project Management:** Worked on multiple projects concurrently including Oracle HR, Finance, and Fixed Asset modules. Led large-scale EDI conversion of 300+ McKesson customers after acquisition; improved pre-conversion processes, created matrixes/reporting tools, and completed subsequent phases on time with no supply-chain interruption.
- **Strategic Planning:** Led initiative to get systems off IBM mainframe including migrating MSA version of GL to Oracle Financial; supported other business strategic goals for warehouse operational efficiencies.

Six Sigma Manager (2002 – 2005) — Handpicked by VP of Finance to establish company's first Six Sigma team; focused on identifying and capturing cost-containment opportunities in Finance and Operations. Led projects including the following:

- **Automated Debit Memo System:** Generated \$1.1 million in total project savings; improved teammate productivity \$200,000, cut payback to suppliers \$200,000, and reduced outstanding liability \$700,000 by implementing new system.
- **Standardized Customer Dropship Fees:** Increased annual revenue \$1 million by leading project to standardize dropship fees, improve and document dropship customer billing process, and create senior management reporting.

Special Project Manager (1995 – 2002) — Architected new position and developed business plan that improved AP productivity and reduced AP payment discrepancies.

- **Project Leadership:** Led four phases of project including developing, testing and implementing infrastructure, rewriting AP and purchasing modules of ERP system, auto matching EDI invoices to PO receipts, and implementing document imaging and workflow.
- **Cost Savings:** Created \$100,000 in process-improvement cost savings for O&M in Phase I, \$500,000 reduction in supplier chargebacks in Phase II, \$300,000 in productivity savings in Phase III, and \$250,000 in savings for cash discounts, headcount, and productivity in Phase IV.
- **Additional Savings:** Generated \$1 million in savings by bringing auditing of AP records in house; led development of methodology necessary to obtain data and audit change; performance resulted in creation of two full-time audit positions.

Accounts Payable Manager (1991 – 1995) — Led 45-member team of supervisors, analysts, and processors. Worked with supplier accounts receivable managers to resolve outstanding invoices and negotiate settlement of irreconcilable AR.

- **Supplier Management:** Managed 2,000+ supplier relationships including Johnson & Johnson, 3M, Procter & Gamble, and Kimberly Clark.
- **Restructuring:** Orchestrated centralization of AP from distribution centers to new centralized department in Corporate Office; reduced headcount by 50 and cut costs \$1.5 million; hired and trained staff for new positions.
- **Process Improvement:** Tapped to manage conversion of acquisition's warehouses to company's AP system after disastrous conversion of first warehouse; increased invoices processed each month by 15,000 with no additional staff.

 EDUCATION & PROFESSIONAL DEVELOPMENT

BS, Business Administration, Virginia Commonwealth University ~ Major: Finance, Minor: Economics
Six Sigma Green Belt • IT Infrastructure Library (ITIL) • PMP Courses
LEAD: Executive Leadership Training (Owens & Minor University)